

Module name: Digital Strategies and Business Modelling

Module number: A 4		ECTS credit points: 5	
Academic level	Master		
Intended curriculum phase	1st sem.		
Compulsory module or compulsory elective module	Compulsory module		
Ratio of in-person/online teaching	1.5 in-person teaching	3.5 online teaching	
Assigned courses*/ stages / ECTS credit points <small>*... Course types and associated workloads are explained in detail under planned didactics and methodology</small>	<ol style="list-style-type: none"> 1. Fundamentals of Digital Transformation Strategies (Grundlagen Digitaler Transformationsstrategien); e-learning course – online stage, 1.5 ECTS credit points 2. Advanced Topics on Digital Transformation Strategies (Ausgewählte Kapitel); lecture / exercise / case studies – in-person stage, 1.5 ECTS credit points, VU (lecture with integrated exercises) 3. Transfer Project; e-learning project – transfer stage, 2 ECTS credit points, PT (project) 		
Scope	5 ECTS credit points		
Required skills/modules; skills/modules to be acquired in parallel	Advanced Digital Technologies		
Prerequisite for	Applied Digital Transformation		
Course language	English		

Central idea and skills to be imparted	<p>In this module, students acquire the ability to formulate and implement digital strategies. In addition, the students learn to apply methods of technology foresight in a strategic context in order to plan and implement steps in the digital economy.</p> <p>A special focus is placed on digital transformation strategies and their internal and external drivers. In addition, value is placed on the application of classic strategic methods in the context of digitised structural and process organisation.</p> <p>In exercises, case studies and a transfer project, the students assume the role of a manager in a digital strategic context.</p> <p>The focus here is also on understanding concrete problems and solving them with the help of strategic approaches. After successfully completing the module, students can independently analyse strategic problem situations in a digital context and evaluate their consequences in order to identify solution possibilities.</p>
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Teaching content	Learning outcomes / goals
	Upon successful completion of the module, students are able to:
Understanding and classification of digital options for action	<ul style="list-style-type: none"> • formulate goals and tasks of digital strategies • explain the goals, content and development of a digital transformation strategy
External strategic analysis for digital technologies	<ul style="list-style-type: none"> • understand technology foresight in the digital realm • apply methods of technological foresight in a strategic context • recognise new business areas in the digital economy and include them in strategic planning and implementation • name current technological developments that are driving the digital transformation
Digital transformation strategy	<ul style="list-style-type: none"> • explain the conceptual basis of digital transformation and its importance for the strategic direction of companies • understand the effects of digital transformation on industry structures, strategies and business models of companies • independently analyse specific strategic issues or structure and work on complex strategic situations and developments in a solution-oriented manner • recognise digitisation potential in structural and process organisation

<p>Internal potential analysis for digital technologies</p> <p>Formulation and implementation of digital strategies</p> <p>Case studies on digital strategic management</p>	<ul style="list-style-type: none"> • assess the digital maturity of business models and business processes • develop and implement digital strategies • use classic and modern methods for strategy implementation successfully in a digital context • understand the implications of digital strategies for digital processes and organisational structure • describe and assess central concepts of strategic management and concepts and models for the design of organisational structures against the background of digital subject areas • understand and apply practice-oriented digital strategy concepts with the help of case studies • independently research the information required for the strategy process, evaluate studies in a well-founded manner and assess their relevance for an individual question
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<p>Teaching and learning activities and methods*</p> <p>*... teaching and learning activities and methods along with their structuring are explained under planned didactics and methodology</p>	<p>Planned didactics and methodology:</p> <p>The in-person stage is conducted as a mixture of front-of-class, question-based and discussion-based teaching and with much time devoted to joint discussion (whole-class, in groups).</p> <p>Theoretical input from the teacher is illustrated and consolidated with the aid of examples. Participants work on other tasks during in-person time, either on their own or in groups, preparing and following up by means of self-study.</p> <p>Independent work is offered on the basic literature and acquisition of principles in preparation and follow-up for the in-person stages as an asynchronous distance learning element.</p> <p>Each in-person unit begins with a voluntary short oral quiz on what was previously learned during the online stage.</p> <p>An application-oriented transfer project rounds off the didactic concept of this module and is devoted to actual corporate tasks performed by the students.</p> <hr/> <p>Breakdown of time commitment:</p>
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	<table border="1"> <tr> <td></td> <td>Estimated time commitment in units of 60 minutes</td> </tr> <tr> <td>E-learning (preparation for the in-person stage)</td> <td>37.5</td> </tr> <tr> <td>In-person teaching units</td> <td>20</td> </tr> <tr> <td>Course assessment</td> <td>17.5</td> </tr> <tr> <td>Transfer project (follow-up to in-person stage)</td> <td>50</td> </tr> <tr> <td>Total</td> <td>125</td> </tr> </table>		Estimated time commitment in units of 60 minutes	E-learning (preparation for the in-person stage)	37.5	In-person teaching units	20	Course assessment	17.5	Transfer project (follow-up to in-person stage)	50	Total	125			
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Total	125															
Assessment	<p>Assessment methods and criteria:</p> <p>The online stage is assessed online (multiple-choice exam), while the in-person stage is assessed by means of a written examination along with developing and presenting a group project (case study discussions) and the transfer stage is assessed on the basis of a transfer project in the form of a project report or presentation of the project results.</p> <p>Weighting of the individual assessments in the overall assessment of the module:</p> <table border="1"> <thead> <tr> <th></th> <th>Weighting</th> <th>Minimum required positive assessment for a completion of the course on the first try</th> </tr> </thead> <tbody> <tr> <td>Online assessment</td> <td>30%</td> <td>> 50%</td> </tr> <tr> <td>Written exam – in-person stage</td> <td>30%</td> <td>> 50%</td> </tr> <tr> <td>Project report, presentation</td> <td>40%</td> <td>> 50%</td> </tr> <tr> <td>Total</td> <td>100%</td> <td>> 50%</td> </tr> </tbody> </table> <p>Any deviations from this description of the overall assessment are announced at the beginning of the module.</p>		Weighting	Minimum required positive assessment for a completion of the course on the first try	Online assessment	30%	> 50%	Written exam – in-person stage	30%	> 50%	Project report, presentation	40%	> 50%	Total	100%	> 50%
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Specialist literature and other learning materials	<p>Core literature:</p> <p>Books, each in the current edition:</p> <ul style="list-style-type: none"> • Gupta, Sunil (2018): <i>Driving Digital Strategy: A Guide to Reimagining Your Business</i>, London: Harvard Business Review Press. • Strauß, Ralf E. (2019): <i>Digitale Transformation: Strategie, Konzeption und Implementierung in der Unternehmenspraxis</i>, Wiesbaden: Schäffer Poeschel. • Hess, Thomas (2019): <i>Digitale Transformation strategisch steuern: Vom Zufallstreffer zum strategischen Vorgehen</i>, Wiesbaden: Springer.
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	<ul style="list-style-type: none"> • Kreutzer, Ralf T. T.; Neugebauer, Tim; Pattloch, Anette (2016): <i>Digital Business Leadership: Digitale Transformation – Geschäftsmodell-Innovation – agile Organisation – Change Management</i>, Wiesbaden: Springer Gabler. <p>Specialist journals:</p> <ul style="list-style-type: none"> • Journal of Strategic Information Systems • ZFO – Zeitschrift Führung und Organisation • Information Systems Research (ISR) • Management Information Systems Quarterly (MISQ) • Technology Analysis & Strategic Management • Journal of Business Venturing (JBV) • Proceedings of the Hawaii International Conference on System Sciences (HICSS) <p>Further recommended reading:</p> <p>Books, each in the current edition:</p> <ul style="list-style-type: none"> • Müller-Stewens, Günter; Lechner, Christoph (2005): <i>Strategisches Management. Wie strategische Initiativen zum Wandel führen</i>, Wiesbaden: Schäffer Poeschel. • Volberda, Henk et al. (2011): <i>Strategic Management. Competitiveness and Globalization</i>, Andover: Cengage Learning. • Clegg, Stewart R. et al. (2011): <i>Strategy. Theory and Practice</i>, Los Angeles: Sage. • Mintzberg, Henry et al. (1998): <i>Strategy Safari. The complete guide through the wilds of strategic management</i>, New Jersey: Prentice Hall. <p>Specialist journals:</p> <ul style="list-style-type: none"> • Harvard Business Manager • Harvard Business Review <p>Other learning materials:</p> <ul style="list-style-type: none"> • TU Graz learning videos (20-30 min.) • screencasts and slidecasts • other free learning and teaching materials
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